

# **Missouri State Highway Patrol Workforce Diversity Report 2011**



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# **I**

## **POLICY STATEMENT**

The Missouri State Highway Patrol is firmly committed to a policy of equal employment opportunity and non-discrimination in public service. The Patrol will administer personnel policies and conduct employment practices in a manner that treats employees and qualified applicants on the basis of qualifications, experience, and other work-related criteria without regard to race, color, religion, sex, age, national origin, veteran status, or disability. Equal opportunity will be provided in all personnel practices, such as recruitment, hiring, training, promotion, classification/compensation, transfer, demotion, termination, layoff, disciplinary action, benefits, and social or recreational programs.

As the superintendent, I pledge my support to this policy. Each commander will be responsible for ensuring the proper administration of this policy. Management at every level must share the responsibility of promoting equal employment opportunities.

The means to achieve the Patrol's goals and objectives are outlined within the Equal Employment Opportunity Plan. The Patrol is committed to implementing good faith efforts to meet our objectives.

The Equal Employment Opportunity Plan is made available to all employees of the Patrol via the Patrol's internal Intranet, and to the general public and potential employees via the Patrol's Internet website. All complaints alleging discrimination shall be brought to the attention of the Equal Employment Opportunity Officer in the Human Resources Division, at telephone number (573) 526-6117.

RONALD K. REPLOGLE, Colonel  
Superintendent

## II

### **Responsibility**

The superintendent of the Missouri State Highway Patrol, by statute, holds the ultimate responsibility for the department's equal employment opportunity policy and commitment to a diverse workplace.

The superintendent designates a member as the Equal Employment Opportunity (EEO) Officer. The EEO Officer coordinates the development and maintenance of an Equal Employment Opportunity Plan. The Equal Employment Opportunity Officer is responsible for performing a periodic review of Patrol employment policies, practices, and procedures pertinent to their impact on the employment of minorities and other protected class citizens. In addition, the EEO Officer serves as the liaison with various minority groups, equal employment opportunity contacts, and the Patrol's designated recruiters.

### III

## Incumbency v. Estimated Availability Detail

Missouri State Highway Patrol Workforce

07/13/2011

| Job Group                      | Total Incumbents (#) | Category | Incumbents (#) | Incumbency (%) | Availability (%) | Expected Incumbents (#) | Difference (#) Exp. minus Inc. | 80% Ratio | Less than 80% ? |
|--------------------------------|----------------------|----------|----------------|----------------|------------------|-------------------------|--------------------------------|-----------|-----------------|
| A Officials and Administrators | 136                  | Female   | 14             | 10.29          | 9.15             | 12.4                    | 1.6                            | 112.54    |                 |
|                                |                      | Minority | 10             | 7.35           | 5.53             | 7.5                     | 2.5                            | 132.87    |                 |
|                                |                      | Black    | 7              | 5.15           | 3.01             | 4.1                     | 2.9                            | 170.86    |                 |
|                                |                      | Hispanic | 1              | 0.74           | 0.83             | 1.1                     | -0.1                           | 89.06     |                 |
|                                |                      | Asian    | 1              | 0.74           | 0.56             | 0.8                     | 0.2                            | 130.56    |                 |
|                                |                      | Amlndian | 1              | 0.74           | 1.04             | 1.4                     | -0.4                           | 70.55     |                 |
|                                |                      |          |                |                |                  |                         |                                |           |                 |
| B Professionals                | 238                  | Female   | 131            | 55.04          | 57.13            | 136.0                   | -5.0                           | 96.34     |                 |
|                                |                      | Minority | 11             | 4.62           | 14.60            | 34.7                    | -23.7                          | 31.66     | Yes             |
|                                |                      | Black    | 9              | 3.78           | 9.78             | 23.3                    | -14.3                          | 38.66     | Yes             |
|                                |                      | Hispanic | 1              | 0.42           | 1.01             | 2.4                     | -1.4                           | 41.76     | Yes             |
|                                |                      | Asian    | 1              | 0.42           | 2.69             | 6.4                     | -5.4                           | 15.63     | Yes             |
|                                |                      | Amlndian | 0              | 0.00           | 0.67             | 1.6                     | -1.6                           | 0.00      | Yes             |
|                                |                      |          |                |                |                  |                         |                                |           |                 |
| C Technicians                  | 685                  | Female   | 367            | 53.58          | 62.65            | 429.1                   | -62.1                          | 85.52     |                 |
|                                |                      | Minority | 48             | 7.01           | 15.70            | 107.5                   | -59.5                          | 44.64     | Yes             |
|                                |                      | Black    | 37             | 5.40           | 11.42            | 78.2                    | -41.2                          | 47.30     | Yes             |
|                                |                      | Hispanic | 5              | 0.73           | 1.06             | 7.3                     | -2.3                           | 68.95     | Yes             |
|                                |                      | Asian    | 3              | 0.44           | 1.76             | 12.1                    | -9.1                           | 24.88     | Yes             |
|                                |                      | Amlndian | 3              | 0.44           | 1.00             | 6.8                     | -3.8                           | 43.87     | Yes             |
|                                |                      |          |                |                |                  |                         |                                |           |                 |
| D Protective Service Workers   | 1110                 | Female   | 52             | 4.68           | 11.69            | 129.7                   | -77.7                          | 40.08     | Yes             |
|                                |                      | Minority | 59             | 5.32           | 10.86            | 120.5                   | -61.5                          | 48.94     | Yes             |
|                                |                      | Black    | 30             | 2.70           | 8.54             | 94.8                    | -64.8                          | 31.65     | Yes             |
|                                |                      | Hispanic | 10             | 0.90           | 0.89             | 9.9                     | 0.1                            | 101.40    |                 |
|                                |                      | Asian    | 6              | 0.54           | 0.32             | 3.6                     | 2.4                            | 166.73    |                 |
|                                |                      | Amlndian | 13             | 1.17           | 0.97             | 10.7                    | 2.3                            | 121.24    |                 |
|                                |                      |          |                |                |                  |                         |                                |           |                 |
| F Office and Clerical          | 236                  | Female   | 194            | 82.20          | 88.72            | 209.4                   | -15.4                          | 92.65     |                 |
|                                |                      | Minority | 6              | 2.54           | 13.82            | 32.6                    | -26.6                          | 18.40     | Yes             |
|                                |                      | Black    | 6              | 2.54           | 10.71            | 25.3                    | -19.3                          | 23.73     | Yes             |
|                                |                      | Hispanic | 0              | 0.00           | 1.47             | 3.5                     | -3.5                           | 0.00      | Yes             |
|                                |                      | Asian    | 0              | 0.00           | 0.64             | 1.5                     | -1.5                           | 0.00      | Yes             |
|                                |                      | Amlndian | 0              | 0.00           | 0.43             | 1.0                     | -1.0                           | 0.00      | Yes             |
|                                |                      |          |                |                |                  |                         |                                |           |                 |
| G Skilled Craft Workers        | 30                   | Female   | 1              | 3.33           | 7.26             | 2.2                     | -1.2                           | 45.94     | Yes             |
|                                |                      | Minority | 0              | 0.00           | 10.19            | 3.1                     | -3.1                           | 0.00      | Yes             |
|                                |                      | Black    | 0              | 0.00           | 6.56             | 2.0                     | -2.0                           | 0.00      | Yes             |
|                                |                      | Hispanic | 0              | 0.00           | 1.43             | 0.4                     | -0.4                           | 0.00      |                 |
|                                |                      | Asian    | 0              | 0.00           | 0.75             | 0.2                     | -0.2                           | 0.00      |                 |
|                                |                      | Amlndian | 0              | 0.00           | 1.06             | 0.3                     | -0.3                           | 0.00      |                 |
|                                |                      |          |                |                |                  |                         |                                |           |                 |
| H Service and Maintenance      | 77                   | Female   | 18             | 23.38          | 22.67            | 17.5                    | 0.5                            | 103.11    |                 |
|                                |                      | Minority | 3              | 3.90           | 18.28            | 14.1                    | -11.1                          | 21.31     | Yes             |
|                                |                      | Black    | 2              | 2.60           | 9.93             | 7.6                     | -5.6                           | 26.16     | Yes             |
|                                |                      | Hispanic | 0              | 0.00           | 5.14             | 4.0                     | -4.0                           | 0.00      | Yes             |
|                                |                      | Asian    | 1              | 1.30           | 1.00             | 0.8                     | 0.2                            | 130.08    |                 |
|                                |                      | Amlndian | 0              | 0.00           | 1.40             | 1.1                     | -1.1                           | 0.00      | Yes             |
|                                |                      |          |                |                |                  |                         |                                |           |                 |
| Facility Total                 | 2512                 | Female   | 777            |                |                  |                         |                                |           |                 |
|                                |                      | Minority | 137            |                |                  |                         |                                |           |                 |
|                                |                      | Black    | 91             |                |                  |                         |                                |           |                 |
|                                |                      | Hispanic | 17             |                |                  |                         |                                |           |                 |
|                                |                      | Asian    | 12             |                |                  |                         |                                |           |                 |
|                                |                      | Amlndian | 17             |                |                  |                         |                                |           |                 |

## IV

### Problem Areas/Proposed Actions and Timeliness

The Missouri State Highway Patrol has six areas of significant underutilization or disparity. The disparity exists when incumbent employees do not reflect the available workforce, based on gender and ethnicity.

The Job Groups within the Patrol where problems exist are:

- **Professionals**, the Patrol has 4.62% minority employees; available minorities represent 14.6%. The largest portion of the disparity is among Blacks.
- **Protective Service Workers**, the Patrol has 4.68% female employees, and 5.62% minorities; available females represent 11.69%, available minorities represent 10.86%. The largest disparity exists among females.
- **Technicians**, the Patrol has 7.01% minority employees, available minority employees represent 15.70%. The largest disparity exists among Blacks.
- **Service and Maintenance**, the Patrol has 3.9% minority employees, available minorities represent 18.28%. The largest disparity exists among Blacks.
- **Office and Clerical**, the Patrol has 2.54% minority employees, available minorities represent 13.82%. The largest disparity exists among Blacks.

The Missouri State Highway Patrol is committed to equal employment opportunity, and will take the following steps to alleviate underutilization and disparity.

- The Missouri State Highway Patrol will vigorously support its Equal Employment Opportunity Policy.
- The Missouri State Highway Patrol will ensure all employees have acknowledged the Missouri State Highway Patrol Sexual Harassment Policy, Discrimination Policy, ADA Policy, Complaint Procedure Policy, and the Recruitment Plan.
- The Missouri State Highway Patrol will schedule and attend recruitment meetings throughout the year to focus efforts to fill job vacancies with qualified minority and protected class applicants.
- All Missouri State Highway Patrol job opportunity bulletins will be disseminated to areas with the greatest concentration of minority and protected class applicants.

- The Missouri State Highway Patrol recruiters will participate in career fairs and events designed to recruit minority and female applicants.
- The Missouri State Highway Patrol will treat all applicants fairly and encourage diversity in the workplace.
- The Missouri State Highway Patrol will continue to track the number of minority and female applicants who apply for positions.
- The Missouri State Highway Patrol will explore new approaches and develop new ideas to enhance the recruitment program.
- The Missouri State Highway Patrol will assign additional recruiters as manpower allows.
- The Patrol will monitor new hires and strive to meet annual placement goals for 2011-2012. The annual goals are:

New hires to **Professionals** should be 14.6% minority;

New hires to **Technicians** should be 15.7% minority;

New hires to **Protective Services** should be 11.69% female, and 10.86% minority;

New hires to **Office and Clerical** should be 13.82% minority;

New hires to **Service and Maintenance** should be 18.28% minority.

## Annual Placement Goals

Missouri State Highway Patrol Workforce

07/13/2011

|                                | Placement Goals (%) |          |       |      |       |       |
|--------------------------------|---------------------|----------|-------|------|-------|-------|
| Job Group                      | Female              | Minority | Black | Hisp | Asian | AmInd |
| A Officials and Administrators | -                   | -        | -     | -    | -     | -     |
| B Professionals                | -                   | 14.60    | 9.78  | 1.01 | 2.69  | 0.67  |
| C Technicians                  | -                   | 15.70    | 11.42 | 1.06 | 1.76  | 1.00  |
| D Protective Service Workers   | 11.69               | 10.86    | 8.54  | -    | -     | -     |
| F Office and Clerical          | -                   | 13.82    | 10.71 | 1.47 | 0.64  | 0.43  |
| G Skilled Craft Workers        | 7.26                | 10.19    | 6.56  | -    | -     | -     |
| H Service and Maintenance      | -                   | 18.28    | 9.93  | 5.14 | -     | 1.40  |



## **V**

### **Progress Monitoring**

The Missouri State Highway Patrol Human Resources Division will continue to monitor personnel actions to ensure that all applicants are treated fairly during the selection process. The Human Resources Division will also ensure that promotions within the agency are based on competitive job performance related processes; conduct a semi-annual statistical analysis of hires and promotions within the agency, identify trends, and tailor recruiting and in-house training programs that enhance diversity.

## **VI**

### **Hiring and Promotions**

The Patrol prohibits any discrimination that includes unfavorable treatment of persons or groups in comparison to other persons or groups because of race, color, religion, national origin, sex, age, disability, or status as a war veteran. The Patrol prohibits consciously based employment action due to a person's protected class, or the use of culturally related job criteria that is not related to job performance.

The Patrol will use job related tests that provide valid measures of performance to identify the best qualified candidates. Tests that are used for hiring will be evaluated by subject matter experts, in accordance with industry standards, and the needs of the Patrol. The Patrol will conduct job studies to establish the necessary skills and abilities required for each position within the agency.

Promotions within the Patrol will be based on competitive job related criteria. Promotional examinations and tests will be designed by subject matter experts, in accordance with industry standards, and the needs of the Patrol. Promotions will be based on the employee's performance on job related tests; such tests will be designed using valid measures that are predictive of successful performance.

## VIII

### Diversity Training Needs

#### Discrimination

In accordance with Title VII of the 1964 Federal Civil Rights Act, and/or any other civil rights laws and regulations that require equal opportunity in the workplace. All Patrol recruiters will receive training on discrimination.

Discrimination includes:

- a. unfavorable treatment of persons or groups in comparison to other persons or groups because of race, color religion, national origin, sex, age, disability, or status as a war veteran.
- b. consciously basing an employment action on a person's protected class.
- c. use of culturally related job criteria that is not related to job performance.

**All Patrol employees will complete mandatory Cultural Awareness training; sworn officers will complete mandatory Biased Based Profiling training on an annual basis.**

#### Sexual Harassment

The Patrol's policy is to maintain a professional work environment free of sexual harassment. The agency takes immediate action to report, investigate, and remedy all instances of sexual harassment which may occur. The Patrol will not tolerate sexual harassment in any form, or at any level. **All Patrol employees will review and acknowledge the Patrol's Sexual Harassment Advisory.**

#### Employee Grievance Procedure

The Patrol's policy is to maintain a harmonious workplace, and promote fair and impartial treatment of all employees. The Patrol has procedures for handling job related employee grievances, over which management has control, and for which no other internal review or appeal process is provided. **All Patrol employees will acknowledge the Patrol's Grievance Procedure Policy.**

## Employee Complaint Procedure

The Patrol's policy is to protect the public trust and the integrity of the department by ensuring the professional conduct of all employees. The Patrol has systematic and administrative procedures established to conduct objective investigations, or preliminary inquiry into complaints of employee misconduct. **All Patrol employees will acknowledge the Patrol's Complaint Procedure Policy.**